

Strategic Plan 2003-2008

Regulatory Support Division, AFS-600

Mission

The Regulatory Support Division, AFS-600, enhances safety by providing the aviation community with quality services and information through airman testing, designee standardization, and safety data systems.

Vision

AFS-600 will be a leader and focal point for the advancement of the worldwide aviation community by providing:

- Useful, appropriate information and analyses to aviation users in a timely manner,
- Innovative and cost effective airman testing and designee training, and
- Policy development and rulemaking support.

AFS-600 shall provide a model work environment in which our employees have opportunities for personal and professional development.

Values

Accountability	Collaboration	Customer Service
Employee Contributions	Quality	Timeliness

Strategic Goals

Goal 1 Ensure newly certificated airmen have the knowledge and skills to operate safely in the National Airspace System (NAS).

Goal 2 Ensure designees have the technical knowledge and administrative skills needed to perform expanding certification functions in support of the aviation community.

Goal 3 Be a leader in providing critical aviation safety information to the aviation community.

Goal 4 Create an environment that motivates and challenges employees to actively participate in accomplishing the present and future needs and goals of the organization.

Enabling/Supporting Goals

Motivated and Empowered Employees

Create ongoing opportunities for personal and professional growth and development

Delegate authority to act

Ensure a balanced, appropriate distribution of work

Develop a broadened skill base within the division's workforce

Satisfied Customers

Provide products and services at the point of need in a timely manner

Provide useful and inexpensive products and services through improved and innovative technology

Emerging Technologies Utilization and Incorporation

Provide improved access to information through communications and technology

Deploy automation and analysis tools to provide user friendly, flexible access to all available data systems to leverage resources and direct activities

Develop, deploy, and administer information technology systems for AVR lines of business

Leadership and Focal Point Recognition

Implement new and innovative airman testing and designee training methodologies

Generate awareness of products and services through networking and marketing

Foster strong working relationships within FAA, international Civil Aviation Authorities, and the worldwide aviation industry

Strategies

Goal 1 Ensure newly certificated airmen have the knowledge and skills to operate safely in the National Airspace System (NAS).

Airman Testing Standards Branch, AFS-630

Strategy 1.1 Explore ways to improve development of test items to raise the level of learning and to take advantage of newer technology through the use of computers.

- Develop and adapt weather knowledge test questions to scenario-based questions.
- Extend scenario-based questions to practical tests to improve a pilot's ability to make decisions when operating in the NAS.
- Develop weather-related scenarios to add to training materials.

Strategy 1.2 Improve the collection of knowledge and practical test data to provide information that is more meaningful for inspectors in the field in support of the airman certification process.

- Develop and implement an Internet test delivery system.
- Redefine major subject areas for pilot knowledge test questions.
- Create the 141 Norms Report.
- Complete development of the Airman Performance Report (APR).
- Combine practical standards itembank with knowledge test itembank into a database management system.
- Implement the Airman Evaluation Program (AEP).
- Collect and transfer data to the Air Transportation Oversight System (ATOS) Certificate Management Office, AFS-900, for distribution through the Safety Performance Analysis System (SPAS).

Expected Results

- Improved quality and ensured real-world applicability of weather questions on airman knowledge and practical exams
- Increased quantity and quality of information in existing database systems available to FSDO inspectors with oversight responsibilities for the airman certification process
- Improved electronic trend analysis availability
- More comprehensive oversight of the aviation schools, instructors, and examiners within Aviation Safety Inspectors' jurisdictions

Goal 2 Ensure designees have the technical knowledge and administrative skills needed to perform expanding certification functions in support of the aviation community.

Designee Standardization Branch, AFS-640

Strategy 2.1 Improve the National Examiner Board (NEB) process to ensure the best qualified designee candidates are available for appointment.

- Review the complete NEB process.
- Identify focal points.
- Determine interim actions.
Coordinate finding(s) and recommendations with the Continuous Airworthiness Maintenance Division, AFS-300, and the General Aviation and Commercial Division, AFS-800.

Strategy 2.2 Provide and implement timely information to the designee/inspector community.

- Provide quality face-to-face Initial and Recurrent standardization seminars.
- Research and develop other methods to provide information to the designee population, e.g., web-based, Interactive Video Teletraining (IVT), Lyris.
- Develop and implement a standardized process to evaluate and revise designee seminars.

Strategy 2.3 Initiate and promote a partnership to develop a corporate philosophy for designee policy.

- Seek approval for a unified approach to designee issues.
- Form Designee Standardization Team (DST) and identify its members.
- Establish scope and detail of Designee Quality Management Team (DQMT) through the DST process.
- Permanent DQMT members are appointed by each participating division.
- DQMT implemented.

Expected Results

- Only the best qualified designee candidates are available for appointment
- More timely information is provided to designees and inspectors
- One source for information and guidance is established for designees

Goal 3 Be a leader in providing critical aviation safety information to the aviation community.

Aviation Data Systems Branch, AFS-620

Strategy 3.1 Promote recognition of AFS-620 products by the aviation community.

- Publish appropriate news articles both internally and externally to the aviation community.
- Promote use of websites to assist in the processing of safety data requests.

Strategy 3.2 Promote and develop a centralized data collection process for all Service Difficulty Reports. (AFS Strategic Plan Goal #3)

- Establish a formalized agreement between Aircraft Certification Service and Flight Standards Service for the centralized collection of all Service Difficulty Reports (SDRs).
- Refine the SDR web page search capabilities.
- Develop an Accident Incident Data System (AIDs)/Service Difficulty Reporting System (SDRs) alerting application for the analysis of safety-related occurrences through coordination with Associate Administrator for Regulation and Certification (AVR) and the Aircraft Certification Service (AIR).
- Develop a Service Difficulty Norms Report query to improve the tracking of air carrier SDR submissions through coordination with AVR and AFS-900.

Strategy 3.3 Promote a partnership among the Regulatory Support Division, AFS-600, Civil Aviation Registry, AFS-700, General Aviation and Commercial Division, AFS-800, and the Aerospace Medical Certification Division, AAM-300, to establish a unified airman identification coding system that will enable the FAA to track and compile all airman information.

- Gain approval of a Memorandum of Understanding (MOU) among all four organizations, which defines the organizational needs for airman tracking.
- Identify and establish a process that uses one unique identifier/code for each airman.
- Implement the approved unified airman tracking process.

Expected Results

- More accurate tracking and compliance with data requests
- Processing time for data requests is reduced
- Consistent publication of Aviation Maintenance Alerts and other aviation safety-related articles to better inform the FAA and the public
- An improved Service Difficulty Report (SDR) coordination process, a centralized data collection process, and improved quality and data analysis capabilities
- Unified airman tracking system

Goal 4 Create an environment that motivates and challenges employees to actively participate in accomplishing the present and future needs and goals of the organization.

Regulatory Support Division, AFS-600

Strategy 4.1 Ensure employees have an understanding of how their work and job accomplishments and contributions are linked to and contribute to organizational success.

- Establish linkages between an employee's performance plan and organizational cascading goals.
- Consistently communicate the linkage between employees' tasks and the division's performance plan goals.
- Involve employees in the planning process.

Strategy 4.2 Increase employee involvement through more challenging work assignments and more opportunities.

- Identify and accept challenging work assignments, guidance from managers.
- Provide job-related and career enhancing training opportunities.
- Design, develop, and implement an On-the-Job training program in collaboration with the Flight Standards Training Division, AFS-500.
- Develop future leaders for the division.
- Sponsor managers who request shadowing and rotational assignments and details.

Strategy 4.3 Provide an environment that fosters open communication among managers and employees.

- Provide managers with skills needed to coach and mentor employees.
- Develop a feedback process to improve internal communications (upward and downward).

Strategy 4.4 Increase employee motivation and satisfaction by acknowledging and rewarding employee contributions to organizational success.

- Provide timely recognition for employees' contributions to organizational success.

Expected Results

- Productivity will improve as employees better understand the links between their work and organizational success
- Increased opportunities for employee development, including training, coaching, and career growth
- A positive office culture, generated by promoting openness in the workplace, encouraging coaching and mentoring, welcoming diversity, and fostering involvement in planning the future
- Increased recognition of employees' contributions to organizational success